

**Betsi Cadwaladr University Health Board (BCUHB)**

**Minutes of the Performance, Finance & Information Governance Committee**  
**21 March 2024 9:30 – 10.30am**  
**in the Boardroom, Carlton Court, St Asaph and via Teams**

<b>Committee Members and other Independent Members</b>	
<b>Name</b>	<b>Title</b>
Gareth Williams	Independent Member / Chair of PFIG Committee
Mike Larvin	Independent Member
Chris Field	Independent Member
Rhian Watcyn-Jones	Independent Member (via Teams)
Clare Budden	Independent Member
Dyfed Edwards	Board Chair
<b>In Attendance</b>	
Russell Caldicott	Executive Director of Finance (Executive Lead)
Chris Stockport	Executive Director of Transformation, Strategic Planning and Commissioning
<b>Other Executive Directors as required by the Chair</b>	
Carol Shillabeer	Chief Executive
Phil Meakin	Acting Board Secretary
Angela Wood	Executive Director of Nursing & Midwifery
<b>Other Attendees</b>	
Justine Parry	Assistant Director of Compliance & Business Management (on behalf of Chief Digital and Information Officer)
Dave Harries	Head of Internal Audit
Nick Graham	Associate Director Workforce Optimisation
Natalie Cole	Audit Wales
Dylan Williams	Planning
Philippa Peake-Jones	Head of Corporate Affairs (Senior Committee Lead)
Laura Jones	Project Manager (Committee Support)

<b>Agenda Item</b>	<b>Action</b>
<b>PF24/25 Welcome and Apologies</b>	
<b>PF24/25.1</b> The Chair welcomed everyone to the meeting and also welcomed Rhian Watcyn-Jones and Chris Field as new members of the Committee. No apologies were noted.	
<b>PF24/26 Draft 3 Year Plan 2024-2027 and Annual Delivery Plan 2024-2025 (including Finance, Capital and Workforce Planning)</b>	

**PF24/26.1** The Chair highlighted that a PFIG Development Session took place on 7 March 2024 to allow members to make comments on the Annual Plan and the aim of this meeting is to consider the revised version of the Plan. The suggestions made today will not be included in the version of the Plan that goes to the Board however the Chair will make reference to the recommendations and a version incorporating the track changes will be ready to be submitted if the recommendation made by the PFIG Committee are accepted by the Board. The following points were raised:

Recommendation/Comment	Response
There are a lot of hospital based pictures, can we add more variety	This a reflection on the journey of the Health Board, this will be picked up with the Communications team but may not be able to amend in the timescale for submission.
Will it be possible to monitor such a large number of objectives/actions?	These have been reviewed to make them easier to track and manage. Not all the actions will be completed this year. An Action Plan will be drafted early in the new Financial Year to clarify milestones and how these will be monitored.
There is no reference to the Health Minister's statement about Emergency Care,	We can add a sentence to state we are aware of the statement and that we will try and meet the Minister's requirements.
Why is income shown as a minus	Although this is standard practice in the accounts, this will be altered so it reads better for a lay audience.
The delivery plan is important and needs to be highlighted	There will be reference to the action plan and timings in the Board coversheet confirming the aim to complete the delivery plan by the end of April 2024.
Does the strategic context section need to be at the start of the document: it would be better to have this in an annex. Should the main document be the easy read version with the version for Welsh Government (WG) as a technical appendix?	The team are working on an easy read document – this will be available in April / early May, but not in time to meet the deadline for submission to WG. Starting the Plan with the Policy/Strategy fit is standard practice for WG plans. This suggestion can be taken forward in future years.
The Plan suggests that the capacity to meet demand is only constrained by Finance: can we make clear that we recognise there are ways we can do things more efficiently and productively as well?	This has been amended for the Board version in the specific part of the document highlighted: the team will review this within the remaining document.

<p>The quadruple aim doesn't reference GMS.</p>	<p>This simply reflects the requirements of WG so does not need to be changed.</p>	
<p>It would be good if the source of the data for the national performance measures was clear.</p>	<p>Review the national performance measures to make clear in the quadruple aim where the data has come from.</p>	
<p>There is an assumption that the only workforce issues that needs tackling is the problem with unfilled vacancies. But it is far from clear that our current establishment – which has grown significantly without any parallel increase in output/productivity – is optimum and the vacancy rate is largely a function of the larger establishment.</p>	<p>The language has been reviewed and subtle changes made but there is a need to be clearer that there will be an establishment review: this will be added as an additional priority in the workforce section.</p>	
<p>Amend reference to 'once or twice for North Wales' to 'once for North Wales'</p>	<p>This sentence has been amended.</p>	
<p>How do we translate the large number of actions under the five strategic objectives into succinct Board Assurance Framework.</p>	<p>There needs to be an expanded section on delivery towards the end of the document, looking forward to the action plan and referring to the BAF and the Integrated Performance Report.</p>	
<p>Can we make clear that we want to encourage the use of the Welsh Language section (not just support those who are anyway motivated to learn) and strengthen the emphasis on the importance of culture around Welsh language.</p>	<p>This will be reviewed.</p>	
<p>The section on decarbonisation feels very thin and unambitious</p>	<p>This can be strengthened. There is an executive Group in place which is taking forward some interesting initiatives and visibility will become clearer as this reports to the Board via the newly established Planning, Population Health and Partnerships Committee. Resource has also been allocated via Welsh Government and there is an intention to appoint a Director of Environment.</p>	
<p>In relation to the 10 year vision and refreshing the wellbeing assessments, don't highlight tasks that have already been completed.</p>	<p>This will be reviewed.</p>	
<p>There is a lack of clarity in the digital section on cyber security and GDPR.</p>	<p>This is intentionally vague, on the advice of the Director of DDaT.</p>	



<p>The organisation has 20,000 employees who all have family members living in North Wales and encouraging our staff and their families to lead healthy lifestyles could have a big impact on the health of the population: the Health Board could lead by example.</p>	<p>There is reference to BCU being an anchor institution and this could be enhanced in this section.</p>	
<p>There needs to be more emphasis on what we can do in Primary and Community care – particularly outside GP Practice hours - to relieve the pressure on ED.</p>	<p>This will be reviewed.</p>	
<p>Long waits for Mental Health service diagnosis can be very damaging for children: perhaps we could make clear adult assessments are a lower priority.</p>	<p>Pathway work is taking place which focuses on a specific cohort of the adult population and this section can be enhanced to reflect that.</p>	
<p>Should there be a reference to endometriosis in the section on 'challenged services'.</p>	<p>This was really an issue about service development but a reference could be added in the section on Women's Health.</p>	
<p>Review the finance section to make reference in the narrative to a three year vision.</p>	<p>Our intention is to get to a position relatively soon where we can submit a 3 year IMTP, so we need to review the section to set out our intention more clearly.</p>	
<p>The template on access to GMS may be over optimistic as the various plans are not at the stage that the template implies.</p>	<p>This will be reviewed.</p>	
<p>The targets for delayed transfers of care are ambitious.</p>	<p>This will be reviewed in terms of the numbers and the days lost.</p>	
<p>Vascular section has list of bullet points consistently repeating "the organisation" Page 97.</p>	<p>This will be reviewed.</p>	
<p><b>PF24/26.2</b> The Board Chair recognised that a lot of work has gone into the Annual Plan especially during a time when the organisation is in Special Measures. He welcomed the fact that the document appeared to be outcome focussed and emphasised that the delivery plan should highlight what we are trying to achieve in the long term. The Committee Chair recognised the progress made since the last meeting and made reference to the right tone being set. The Executive Director of Transformation, Strategic Planning and Commissioning stated that this is an improved Plan from last year and although it is not an IMTP, it does look further forward in terms of priorities. The Chief Executive highlighted the global challenge around workforce and the need to plan for the future.</p>		

<p><b>PF24/26.3</b> The Chief Executive highlighted difficulties in correlating money, service and demand pressures and gaining the right level of ambition and realism in terms of delivery.</p>	
<p><b>PF24/27 Special Measures Closure Reports</b></p> <p><b>PF24/27.1</b> The Acting Board Secretary confirmed that the Committee has a role to note the Special Measures Closure Reports. The Committee Chair suggested it would be useful if there could be greater clarity over whether some items taken over from Cycle 2 to Cycle 3 were also amongst those that had not been delivered in Cycle 3. An Independent Member highlighted that the Urology Improvement Plan had not gone to QSE in January, but had been deferred to April.</p>	
<p><b>PF24/28 Date of Next Meeting</b></p> <p>Tuesday 30<sup>th</sup> April, 9.30-12.30pm</p>	
<p><b>PF24/29 Resolution to Exclude the Press and Public</b></p>	